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Implementation of the UNECE Statistical Programme 2016

Addendum

Report of the Workshop on Human Resources Management and Training: Developing Capabilities for the Future

Note by the Secretariat

Summary

The Workshop on Human Resources Management and Training: Developing Capabilities for the Future was held in Krakow, from 7-9 September 2016.

The addendum is the report of that workshop and is provided to inform the Conference of European Statisticians on the implementation of the UNECE Statistical Programme 2016 in regards to its outcomes and recommendations.

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I. Introduction

1. The Workshop on Human Resources Management and Training: Developing Capabilities for the Future was held in Krakow, from 7-9 September 2016. It was prepared by representatives of the Modernisation Committee on Organisational Framework and Evaluation. The workshop was attended by representatives from 34 countries: Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Canada, Croatia, Finland, Georgia, Germany, Greece, Hungary, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Luxembourg, Mongolia, Montenegro, Netherlands, Norway, Poland, Portugal, Republic of Moldova, Russian Federation, Slovakia, Slovenia, Sweden, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Ukraine and Uzbekistan. The European Commission was represented by Eurostat. Representatives from the following international organizations also attended: European Free Trade Associated (EFTA), Eurasian Economic Commission (EEC) and United Nations Mission in Kosovo (UNMIK).

2. Mr. Steven Vale (UNECE) opened the meeting and Mr. Dominik Rozkrut, the president of the Central Statistical Office of Poland welcomed participants. He stressed importance of exchange of good practices in the domain of human resources management and training. He wished participants fruitful discussions during the Workshop.

3. Ms. Jackey Mayda, of Statistics Canada, chaired the workshop.

4. All background documents and presentations for the workshop are available at: http://www.unece.org/index.php?id=41259#/

5. Proposals to consider for future work included:

   (a) Measure of return on investment; training impact; effect on people; organisations;

   (b) Competency profiles for managers and specialists; link to the Generic Statistical Business Process Model (GSBPM);

   (c) Key skills for statisticians; motivation;

   (d) Coaching for managers / employees;

   (e) Common e-learning courses / webinars;

   (f) HR knowledge exchange platform / exchange of best practices;

   (g) Communication: horizontal / vertical & transparency.

II. Organization of the workshop

6. Ms. Jackey Mayda (Statistics Canada) chaired the workshop.

7. The participants adopted the agenda of the workshop.

8. The following substantive topics were discussed at the workshop:

   (a) Session 1: Opening session;

   (b) Session 2: Practical training and learning materials and methods;

   (c) Session 3: Staff motivation/employee engagement;

   (d) Session 4: Managing human resources in the context of modernization;

(e) Session 5: Organisational barriers to international cooperation in the context of HRMT;

(f) Session 6: Capabilities development;

(g) Session 7: Summary of the workshop and concluding remarks;

(h) Session 8: Special session for the EECCA countries: How to attract competent staff and to provide accurate training for the future development of staff.

9. Session Chairs were Ms. Jackey Mayda (Statistics Canada, session 1,7 and 8), Mr. Antonio Ottaiano (Istat, session 2), Ms. Anna Borowska (CSO of Poland, session 3), Mr. Fabrizio Rotundi (Istat, session 4), Ms. Thana Chrissanthaki (Eurostat, session 5), Mr. Wouter Jan van Muiswinkel (Statistics Netherlands, session 6).

III. Summary of the discussion and main conclusions reached at the workshop

A. Session 1: Opening session

10. During this session UNECE presented the activities of the High Level Group for the Modernisation of Official Statistics (HLG-MOS). The following standards were presented: Generic Statistical Business Process Model (GSBPM), Generic Activity Model for Statistical Organization (GAMSO), Generic Statistical Information Model (GSIM) and Common Statistical Production Architecture (CSPA).

11. The members of the Modernisation Committee on Organisational Framework and Evaluation presented activities of the committee: Guidelines for managers, Guidelines on Risk Management practices in National Statistical Organisations and Big data skills profiles for the team and team leader.

12. The following points were raised during the discussions:

(a) It was stressed that the activities of the Modernisation Committee are very open, and it is possible to join them;

(b) All participants were encouraged to provide comments on both guidelines;

(c) Changing job titles from "Statistician" to "Data Analyst" can help to hire a person with the right profile;

(d) Big Data are part of the continuous process of change. We need to look for different sources of data to compile official statistics. We need high quality statistics, and a culture change.

B. Session 2: Poster Session: Practical training and learning materials and methods

13. This session included the following poster presentations:

(a) Renewing organisational culture and procedures by developing management and supervisory work: Sanni Jormakka and Hanna Barlund, Statistics Finland;

(b) E-learning platform and innovative teaching methods in ISTAT: prepared by Tiziana Carrino and presented by Antonio Ottaiano, Istat;

(c) Restoration of the Statistics Agency Training centre: Jumakhon Alikhonov, Statistical Agency under President of the Republic of Tajikistan;

(d) Upskilling of staff in state statistics bodies of the Republic of Belarus: Olga Pozharitskaya, National Statistical Committee of the Republic of Belarus;

(e) Training paths: the one to one techniques: Pietro Scalisi, Istat.

14. Participants were invited to visit the poster presentation stands, where the presentations were delivered by the authors of the poster.

C. Session 3: Applications of System of Environmental-Economic Accounting (SEEA) and their communication

15. The following five topics were presented:

(a) An organisational development plan focused on people – increasing staff satisfaction and motivation: Paulo Alfonso, Statistics Portugal;

(b) Retention possibilities of Y generation staff in the Hungarian Central Statistical Office: Gabor Csutoras, Hungarian Central Statistical Office;

(c) Possibilities of influence on identification of staff with Statistical Office of the Slovak Republic: Branislav Ostrozlik, Statistical Office of the Slovak Republic;

(d) Human resources management in the National Statistical Committee of the Kyrgyz Republic: Elmira Alymkulova, National Statistical Committee of the Kyrgyz Republic;

(e) Staff motivation at Statistics Netherlands: Wouter Jan van Muiswinkel, Statistics Netherlands.

16. The general discussion sessions included the following points:

(a) The use of internal versus external facilitators for staff motivation exercises;

(b) How to measure success, including increases of motivation and engagement;

(c) The effectiveness of using contractual provisions to require new staff, or those who have had a significant training investment, to remain in the organisation for a certain period of time;

(d) Good practices regarding the conduct of exit interviews;

(e) The importance of financial incentives as factors to increase motivation;

(f) The use of quotas for different performance assessments, including "unsatisfactory";

(g) Staff mobility as a means of reducing risks of corruption.

17. Small group discussions considered the main challenges, best practices and obstacles highlighted during the session. Points raised included:

1. Challenges:

(a) Financial, particularly the difficulty to provide competitive salaries;

(b) How to recognise good achievements, and implement a fair appraisal programme;

(c) How to improve teamwork;

(d) Communication within organisations, particularly on organisational goals;

(e) Ensuring objectivity in conflict management;

(f) Lack of promotion opportunities;

(g) Periods of high workload;

(h) Organisational culture, focusing on processes rather than results;

(i) How to develop managers and leaders, including how to develop career paths;

(j) How to make the national statistical organisation "brand" more appealing to potential recruits?

(k) National legal or policy restrictions on working practices and salaries;

(l) Lack of qualified staff.

2. **Good practices:**

(a) Regular one-to-one feedback between managers and staff (360-degree feedback);

(b) Measures to promote a good work/life balance;

(c) Internal networks for mentoring and coaching;

(d) Flexible working arrangements;

(e) Training programmes for new managers, including on communication with staff;

(f) Staff satisfaction surveys;

(g) Links to universities and schools to attract high-quality applicants;

(h) Learning paths for different groups of staff;

(i) Internal mobility possibilities;

(j) Regular meetings on management issues;

(k) Marketing to generate a positive image of the national statistical office as a good place to work;

(l) Planning for impact on staff of having children;

(m) "Open-door" policies when staff have individual offices.

3. **Obstacles:**

(a) Lack of resources;

(b) Internal conflicts;

(c) Use of assumptions and stereotypes about certain groups of staff;

(d) Lack of time for managers to spend with staff;

(e) Good experts are not necessarily good managers.

D. Session 4: Managing Human Resources in the context of modernization

18. The following six topics were presented:

(a) From planning change to getting cooperation and trust: the role of internal communication: Fabrizio Rotundi and Angela Leonetti, Istat;

(b) Human resources management in modern statistics: Janusz Dygaszewicz, CSO of Poland;

(c) Managing human resources in the context of modernisation: Bojana Radojevic, Statistical Office of Montenegro;

(d) Integrating tools for managing modernisation of statistical production in Poland – acquiring new skills and competencies: Agnieszka Komar-Morawska, CSO of Poland;

(e) Modernising national statistical offices – what, how and results: Martin Lagerström, Statistics Sweden;

(f) Workload analysis at the regional offices: Zübeyir ÖZÇELİK, Turkstat.

19. The general discussion sessions included the following points:

(a) The effectiveness of providing written versus oral information. An oral overview, with more detailed information in writing for those that need it, could be most effective;

(b) Levels of resistance at different stages of modernisation;

(c) The importance of avoiding jargon, or at least providing a glossary of key terms, to ensure common understanding;

(d) The importance of involving communications specialists when important information is shared;

(e) Should change be driven from the top-down, or from the bottom-up? A mixed approach may be most successful;

(f) How to keep skills and competency profiles up to date when roles change;

(g) The extent to which recruitment, training and mobility can be used to fill competency gaps;

(h) How to deal with both deficiencies and surpluses of competencies;

(i) At which point of the modernisation process is coaching most effective for managers and for staff?

(j) How to measure the often intangible return on investment for coaching activities?

(k) How to ensure effective communication on the benefits of change from managers;

(l) Methodology to measure workloads.

20. Small group discussions considered the main challenges, best practices and obstacles highlighted during the session. Points raised included:

1. Challenges:

(a) Lack of data analytics skills;

(b) Finding people with the right management skills to lead and manage change, and become "change agents";

(c) Lack of a clear vision for the future;

(d) Insufficient communication at all levels;

(e) Building the necessary capabilities and defining new competency frameworks;

(f) Helping staff to feel involved in modernisation activities, and to understand the need for change;

(g) Overcoming fear of change;

(h) Budget cuts;

(i) Adapting to new data sources, particularly big Data;

(j) Implementing the Generic Statistical Business Process Model;

(k) Changing organisation structure and need to re-profile staff skills requirements;

(l) Lack of finances to engage external experts.

2. Best practices:

(a) Use of Big Data and data science profiles for teams and team leaders;

(b) Taking a holistic view in the context of total quality management;

(c) Competence based human resource management;

(d) Clear, two-way communication, using all appropriate channels, including intranet;

(e) Mechanisms to share expertise;

(f) Establishing "change leaders";

(g) Ensuring full and clear support of top managers;

(h) Coaching of individuals, managers and groups to help them better understand their roles in the change process,

(i) Demonstrating the benefits of change;

(j) Consider hiring external expertise where appropriate;

(k) Standard methods to calculate costs of production, values of outputs, workloads and returns on investments;

(l) Increasing transparency.

3. Obstacles:

(a) Lack of understanding of modernisation goals;

(b) Lack of active listening skills to understand concerns of employees;

(c) Different attitudes of different groups or generations of staff. Some are more resistant to change than others;

(d) Lack of flexibility to respond to emerging ideas and requirements;

(e) Limited financial and human resources;

(f) Heavy workloads;

(g) Good specialists are not necessarily good managers;

(h) Staff staying too long in one role;

(i) Re-training to develop new skills needed for modernisation;

(j) Development of information technologies;

(k) Legislative basis.

E. Session 5: Organizational barriers to international cooperation in the context of HRMT

21. The members of the Modernisation Committee on Organisational Framework and Evaluation presented the topic of overcoming organization barriers to international collaboration. Initially, there were 12 barriers identified. Then, the barriers were prioritised and narrowed down to 4 which were descried in details:

- Lack of coordination inside statistical offices;
- Human and financial resources;
- Stakeholder engagement;
- Lack of coordination between organizations.

22. For each barrier, the description, existing good practices, and potential solutions have been identified by the task team and can be found at: http://www.unece.org/index.php?id=41259#/.

23. The participants were asked to provide inputs and comments on the draft paper. The comments were incorporated and the final version of the paper was presented at the HLG-MOS Workshop in Geneva in November 2016.

24. During the discussion the following points were raised:

(a) Legal framework of international cooperation;

(b) Marketing of the HLG-MOS and the concept of international cooperation;

(c) To include inter-relations between barriers in the list;

(d) There is a perception that international activities are not known among employees;

(e) Internal/external communication of international cooperation should be addressed;

(f) To see how results of international activities are implemented afterwards in the organisation.

25. Examples of good practices:

(a) Italy: The international relations office has a website to which all people working on international activities have access, it is a valuable tool for internal communication;

(b) Kyrgyzstan: After a workshop, it is mandatory to make report of the workshop and present it in front of the heads of departments. This includes topics discussed during the workshop and what could be implemented afterwards in the statistical organization;

(c) Poland: Reports of workshops are prepared by the employees who attended them. If an employee attends training, he/she must prepare a special presentation to

share the knowledge acquired. Every year, the international cooperation department prepares a plan for international activities for the given year, and afterwards presents a report on how it was implemented;

(d) Netherlands: Reports to directors on workshops, sharing of links to workshop materials, presentations on what was covered during the workshops and what good practices could be implemented in the office;

(e) Luxembourg: Reports of meetings presented to the top managers, who decide which practices could be implemented in the office.

F. Session 6: Capabilities development

26. This session included the following presentations:

(a) Introduction to capabilities: Steven Vale and Alice Kovarikova, UNECE;

(b) Training and change management: competencies development to support the modernisation process at Istat: Antonio Ottaiano, Istat;

(c) Strengthening analytical potential of official statistics: Magdalena Ambroch and Justuna Gustyn, CSO of Poland, Magdalena Ambroch and Justuna Gustyn, CSO of Poland;

(d) Training program for managers. Taking Lean one step further: Anne Trolie, Statistics Norway.

27. The general discussions included the following points:

(a) It is important to integrate communication and training. In Istat communication is embedded in the training program;

(b) Internal experts are often used to provide training, they are not necessarily certified, but they base their training on their work and knowledge. In Istat internal trainers are paid for the trainings that they provide, but this practice is under revision now;

(c) When an organization is going through changes, a capability program helps to focus. Staff are an important dimension of capability, so if the organisation needs more capability in IT, it can recruit/train more staff in this area;

(d) It is not easy to measure results of training activities, for the moment only satisfaction of people involved in the training is measured;

(e) Competence profiles are completed by employees, to consolidate information on knowledge, experience and interests but not soft skills;

(f) Motivation to become a trainer - to encourage staff to develop new ideas;

(g) To use 360 degree assessment and self-assessment for managers.

G. Session 7: Summary of the workshop and concluding remarks

28. Small group discussions considered the 3 most important areas for international collaboration work on human resources management and training. Points raised included:

(a) Common measures of return on investment;

(b) Competencies profiles for managers and specialists;

(c) Common e-learning courses that could be shared;

(d) Network of international coaches' trainers;

(e) Measuring training effects - how to get best results;

(f) Competencies – different sets and levels of competencies for GSBPM implementations, and fitting with the capability model. How to integrate both models;

(g) To establish a HR knowledge exchange platform;

(h) Coaching for managers, key drivers for change, coaches for employees done by management;

(i) Competence profiles;

(j) Communication: horizontal and vertical;

(k) Communication – transparent and clear, to motivate staff to change;

(l) Motivation of employees;

(m) Consequence of legislation – many initiatives dedicated to HR;

(n) Measuring activities with a consolidated approach;

(o) Exchange of best practices in order to achieve quality of statistical products;

(p) Development of analytical skills and leadership qualities;

(q) Implementation of best practices, relevant for the national statistical system;

(r) Development of competencies, standardised document that can include all core skills for statisticians.

29. Proposals identified to consider for future work included:

(a) Measure of return on investment; training impact; effect on people; organisations;

(b) Competency profiles for managers and specialists; link to the Generic Statistical Business Process Model (GSBPM);

(c) Key skills for statisticians; motivation;

(d) Coaching for managers / employees;

(e) Common e-learning courses / webinars;

(f) HR knowledge exchange platform / exchange of best practices;

(g) Communication: horizontal / vertical & transparency.

H. Session 8: Special Session for the EECCA countries: How to attract competent staff and to provide accurate training for the future development of staff

30. During the first round table discussion on what could be implemented in the countries from the issues discussed during the workshop, the following points were raised:

(a) Important to implement coaching of managers in the organisations, not all specialists are good managers. Coaching can also be an incentive for young specialists to stay in the organisation longer;

(b) Internal communication, to help to share new information with the employees;

(c) Creating competency profiles for managers, statisticians and other employees;

(d) Staff motivation – very important in human resource management;

(e) Update of e-learning programs, based on what was discussed at the workshop;

(f) Important to implement Guidelines for Managers;

(g) Internal communication between managers and employees;

(h) Standardization of the HR;

(i) Accountability of working time, used in the presentation from Turkey, how to calculate number of employees required for organisation;

(j) Implement meetings of leaders with new employees, to help them with the practical aspects (like housing etc.) and to hear about what is important for them;

(k) Informal communication with managers;

(l) Examples of dealing with budget cuts;

(m) Employee satisfaction survey, could be used to increase motivation of the employees, especially if there is a follow up on the results of the survey;

(n) Work life balance, and flexible working arrangements – also could be used to increase motivation.

31. Countries were encouraged to prepare implementation plans and report on progress at the next HRMT meeting.

32. The UNECE presented recent work on developing modernisation maturity models. This approach was considered useful to help statistical organisations identify their starting point, and identify competencies to be developed to move to higher levels of maturity.

33. A second round-table discussion on future HRMT priorities identified the following points:

(a) Support for implementation of the GSBPM;

(b) A workshop on risk management;

(c) Support for skills and competencies development;

(d) More opportunities to share good practices on HRMT with other statistical organisations;

(e) Methodological support and training on HR issues, e.g. raising the quality of statistical staff;

(f) Strengthen quality culture in all phases of statistical production, and more interaction with users;

(g) Training on change management for managers and staff;

(h) Support for changing organisational structures;

(i) Development of e-learning materials.